

~~SECRET~~

1C Registry #21

NATIONAL FOREIGN INTELLIGENCE BOARD  
WASHINGTON, D.C. 20505

08 NOV 1984

NFIB-2.8/189  
8 November 1984

LOGGED

MEMORANDUM FOR NATIONAL FOREIGN INTELLIGENCE BOARD PRINCIPALS

25X1

FROM:

[REDACTED]  
EXECUTIVE SECRETARY

SUBJECT: Intelligence Community Award Nominations

1. The following nominations, which have been favorably endorsed by the Intelligence Community Awards Review Panel, are forwarded for your review and recommendation.

25X1

EYES ONLY  
~~SECRET~~

25X1

~~SECRET~~  
**SECRET**

SUBJECT: Intelligence Community Award Nominations

2. You are requested to forward your concurrence and comments to the Secretariat by close of business, 16 November 1984. If your comments have not been received by that date or if you have not requested more time for consideration, the Secretary will take it that you have no comments and that you concur in the award nominations.

25X1

Attachments  
As Stated

Distribution

1-01

**EYES ONLY**  
**SECRET**

**Page Denied**

## INTELLIGENCE PRODUCERS COUNCIL

, 5 SEP 1984

MEMORANDUM FOR: Chairman, Intelligence Community  
Awards Review Panel

FROM: Chairman, Intelligence Producers Council

THROUGH: Lieutenant General James A. Williams, USA  
Director, Defense Intelligence Agency

SUBJECT: Community Award for [redacted] STAT

1. It is requested that the National Intelligence Certificate of Distinction be awarded to [redacted] of DIA for his service of high value to the Intelligence Community as described below.

2. [redacted] a DIA officer, has since 19 September 1982 been assigned to the staff of the Intelligence Producers Council. During this period he has successfully performed a number of tasks of particular benefit to the Intelligence Community. Some of these tasks have been requested specifically by the DCI or DDCI; others have responded to Congressional interest or direction. All of [redacted] work has helped to improve the way in which the Community does its business, has fostered increased and more effective relationships between intelligence agencies, and has improved the perception of those outside the Community regarding the degree of coordination and cooperation between elements of the Community.

3. In his two years with the IPC [redacted] has demonstrated exceptional motivation and energy. He has shown the capability to work effectively for the greater good of the entire Community, and the ability to perform successfully in a wide variety of topical areas. Among the projects that [redacted] has brought to fruition are:

- a more orderly, comprehensive, and effective sharing of the planning and results of Community external research. This has been a particular concern of the Congress in recent years.
- an improved process thru which to evaluate, select and monitor projects for the DCI's Production Enhancement Program.
- preparation of intelligence problems, under different conditions of worldwide conflict, for use in the future SIGINT capabilities study. This is another area of interest for the Congress.

SUBJECT: Community Award for [redacted]

STAT

-- a mechanism for identifying and maintaining future requirements for intelligence information. The DCI has approved this mechanism and the requirements as the basis for all Intelligence Community long-range planning.

4. [redacted] has also made significant contribution to the operations of the Intelligence Producers Council. He especially provided strong support in its formative years, which helped to determine the scope and nature of the IPC role in the Community. [redacted] is very deserving of special recognition for his achievements.

STAT

STAT

STAT

Richard J. Kerr

**Page Denied**

DCI/ICS 84-3015  
27 June 1984

MEMORANDUM FOR: Chairman, Intelligence Community Awards Review Panel

FROM: [redacted]

STAT

Director, Intelligence Community Staff

SUBJECT: Recommendation for National Intelligence Distinguished Service Medal - Walter N. Elder, Jr.

1. Mr. Walter N. Elder, Jr., is recommended for the National Intelligence Distinguished Service Medal in recognition of his distinguished service as Executive Secretary of the National Foreign Intelligence Board (NFIB) from 1976 through June 1984. He is not being nominated for any other award at this time.

2. Mr. Elder was uniquely qualified for this important and sensitive position. He was educated at Kenyon College where he received a Bachelor of Arts degree with High Honors in Philosophy in 1942. Having served as a bombardier-navigator in the Ninth Air Force from 1942 to 1945, Mr. Elder resumed his academic studies in philosophy at the Harvard University Graduate School in the academic year 1946-1947, and was awarded a Rhodes Scholarship to Oxford University from which he received a Doctor of Philosophy Degree in Philosophy in 1950. He was an instructor in English and Philosophy at Kenyon College, Secretary of the Kenyon Review, and served as Assistant Professor of English and Philosophy at Washington and Lee University, 1950-1951.

3. In 1951, Mr. Elder joined the Central Intelligence Agency. During his long and distinguished career at CIA, Mr. Elder served for nine years in the Office of Current Intelligence as an analyst, senior intelligence duty officer, and Secretary to the U.S. Intelligence Board's (USIB) Panel for the Central Intelligence Bulletin. In 1960, he was appointed Assistant to the Director of Central Intelligence, Mr. Allen Dulles, and Executive Assistant to the Deputy Director of Central Intelligence, Gen. Charles P. Cabell. From 1962 through 1965, he was Executive Assistant to the Director of Central Intelligence, Mr. John A. McCone, and from 1965 through 1966 he served as Executive Assistant to Adm. W. F. Raborn, Jr.

[redacted] STAT

SUBJECT: Recommendation for National Intelligence Distinguished Service Medal - Walter N. Elder, Jr.

5. In 1975, Mr. Elder was given one of his most challenging assignments--Deputy Chief of the Review Staff to coordinate CIA's responses to investigations by the Rockefeller Commission and Congressional Committees, primarily the Senate Select Committee on Intelligence (SSCI). He fulfilled this responsibility with consummate skill, tact, and diplomacy. While ensuring that the Rockefeller Commission and the SSCI received the information that they required to carry out their legitimate mandates, he was, at the same time, meticulous in protecting sensitive intelligence sources and methods.

6. Thus, when Mr. Elder was appointed Executive Secretary to the NFIB in 1976 (and later, Executive Secretary to the National Foreign Intelligence Council in 1981), he brought to that position a background rich in academic experience in intelligence analysis, [redacted]

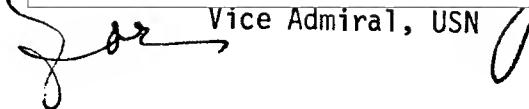
[redacted] and negotiations with the Executive and Legislative Branches of Government. During his tenure as Executive Secretary, Mr. Elder's minutes of NFIB meetings were models of clarity, precision, and accuracy. His review and revision of the Director of Central Intelligence Directives (DCIDs) benefitted from his deep knowledge of all elements of the Community and reflected as well his superb and economical use of the English language.

STAT

7. Mr. Elder's entire career could serve as a model of an Intelligence Officer of the very first rank. His services to the Central Intelligence Agency, to the Intelligence Community, and to his country merit the award of the National Intelligence Distinguished Service Medal.

STAT



 Vice Admiral, USN

## C I T A T I O N

National Intelligence Distinguished Service Medal

Walter N. Elder, Jr.

Mr. Walter N. Elder, Jr., served the Central Intelligence Agency and the Intelligence Community with great distinction for thirty-three years between 1951 and 1984. This was a period during which the role of intelligence and, hence, the functions of the Director of Central Intelligence, the Central Intelligence Agency, and other Community elements were subject to redefinition and public debate. As Assistant or Executive Assistant to three Directors of Central Intelligence (Mr. Allen Dulles, Mr. John A. McCone, and Admiral W. F. Raborn, Jr.), Mr. Elder was intimately involved in this process. He brought to his service as Deputy Chief of the Review Staff, a body established to coordinate the Central Intelligence Agency's responses to investigations by the Rockefeller Commission and the Senate Select Committee on Intelligence, a detailed knowledge of all facets of the intelligence process, as well as tact and diplomacy in dealing with leading figures in the Executive and Legislative Branches of the Government. As Executive Secretary to the National Foreign Intelligence Board from 1976 through June 1984, Mr. Elder was instrumental in ensuring that the proceedings of that Board were accurately recorded and speedily transmitted to the Director of Central Intelligence and the other NFIB principal members. A philosopher without cant, a master in the use of the English language, and an Intelligence Officer with a true understanding of the nature of foreign intelligence and its value to the national interest, Mr. Elder has made a unique contribution to the Intelligence Community and to the United States Government.

**Page Denied**

D/Pers 34-1756

DCI/ICS 84-4275  
23 April 1984

MEMORANDUM FOR: Chairman, Intelligence Community Awards Review Panel

SUBJECT: Recommendation for National Intelligence Distinguished Service Medal -

25X1

1. [redacted] is recommended for the National Intelligence Distinguished Service Medal in recognition of his exceptionally meritorious service as Director of the Intelligence Community Staff's Planning and Policy Staff from April 1982 to March 1984. He is not being nominated for any other award at this time.

25X1

2. [redacted] brought with him a background rich in government and private sector experience and a unique knowledge and understanding of Intelligence Community and Department of Defense requirements and operations. From his vantage point as Director of the Planning and Policy Staff, Mr.

25X1

[redacted] challenged underlying assumptions and prevailing orthodoxies as he sought to aid the Community in preparing to meet future challenges. He tackled a wide range of issues and concerns with infectious enthusiasm and boundless energy that more often than not resulted in effective and cooperative action. He leaves behind a legacy of momentum and good will that leaves all of us richer and the Community all the stronger.

25X1

3. The centerpiece of [redacted] contribution to the Intelligence Community was the refinement and institutionalization of the strategic planning process. [redacted] quickly recognized the need for a smaller, more flexible executive body than the full National Foreign Intelligence Council to expedite the process of addressing important issues of long-term, Community-wide significance, and fostered the creation of the Executive Steering Group for Planning (ESG(P)) under the DDCI's chairmanship to meet this need. He served as its Executive Secretary. He also created and chaired a working level planning group composed of the planning officers from each of the agencies in the Community which served as the vehicle for implementing instructions from the ESG(P).

25X1

25X1

4. Under [redacted] direction, a number of the leading firms in US industry were consulted to tap their experience with strategic planning; the project eventually led to the creation of a strategic planning design that served as the Community's planning model. The design called for periodic examination and revision of the DCI's Goals and Objectives to provide Community principals with broad management guidance and for a bottom-up and

25X1

WARNING NOTICE  
INTELLIGENCE SOURCES  
OR METHODS INVOLVED

25X1

SECRET

top-down process of generating and resolving planning issues of Community-wide concern. As a result of his efforts, the Community principals were brought together during 1983 for the first time at an off-site location to discuss their long-term concerns.

5. [redacted] saw the need to integrate strategic planning with other management responsibilities of Community managers thereby complementing the near- and long-term aspects of effective leadership. At the core of Mr. [redacted] operating philosophy is a belief in participatory management and a confidence in the quality of senior management present in the Intelligence Community. It is fitting testimony to this outlook that principal members of the NFIC met twice at an off site location in 1983 to raise, discuss, and in some cases resolve issues of near- and long-term concern. [redacted] played an instrumental role in the first session that addressed budget-related issues, and was the moving force behind the second session devoted to issues of longer-term concern. He raised the level of communications in the Intelligence Community and with the Department of Defense through these formal processes and his own extensive contacts with key players in both arenas, and as a result surfaced issues of vital concern to the national security that might not otherwise have come to light.

6. Specifically, the planning process has been responsible for addressing issues of Community concern such as:

- computer security within the Intelligence Community--an area where he led the efforts to produce realistic, affordable goals and procedures to protect the information stored and handled in this increasingly important medium;
- a Critical Technologies Study to outline a potential investment strategy to advance the availability of specific technologies critical to intelligence needs;
- the enhancement of intelligence collected from open sources--this included efforts to promote greater use of machine-assisted translation [redacted] and the exploitation of non-NFIB sources of information;

25X1

25X1

25X1

- the intelligence aspects of the Nuclear Weapons Master Plan--where his efforts led to a definition of the task in terms which will produce affordable and realistic recommendations.

25X1

7. His imagination and openness led others to seek his counsel and advice outside the bounds of his formal responsibilities. Thus, he was asked to serve as the chairman of an interagency steering group responsible for

SECRET

overseeing the COMIREX-sponsored Future Imagery Requirements Forecast. He maintained close contacts with the Defense Communications Agency on the subject of a national communications policy, and helped to shape the Intelligence Community's communications architecture study. He was in frequent touch with the Office of Research and Development where he provided valuable assistance in determining the future direction of Community R&D efforts. Finally, but by no means exhausting the list of his efforts outside his formal responsibilities, he was instrumental in refining the intelligence role in the issue of the continuity of government through his contacts in the Intelligence Community and in the White House.

8. [redacted] impressive efforts in promoting strategic planning and policy matters have produced highly significant results of continuing value to the Intelligence Community. In recognition of his unique and imaginative contributions to the Community and his outstanding leadership in diverse areas of interest, I recommend that [redacted] be awarded the National Intelligence Distinguished Service Medal.

25X1

25X1

25X1



Vice Admiral, USN

Attachment:  
Citation

SECRET

**Page Denied**

## Citation

[redacted]  
National Intelligence Distinguished Service Medal

STAT

[redacted] distinguished himself by exceptionally meritorious service as Director of Planning and Policy of the Intelligence Community Staff from April 1982 to March 1984. [redacted] brought with him a background rich in government and private sector experience and a unique knowledge and understanding of Intelligence Community and Department of Defense requirements and operations. From his vantage point on the Intelligence Community Staff,

[redacted] challenged underlying assumptions and prevailing orthodoxies as he sought to aid the Community in preparing to meet future challenges. He tackled a wide range of issues and concerns with infectious enthusiasm and boundless energy that more often than not resulted in effective and cooperative action. The centerpiece of [redacted] contribution to the Intelligence Community was the refinement and institutionalization of the strategic planning process. He raised the level of communications in the Community and with the Department of Defense through these formal processes and his own extensive contacts with key players in both arenas, and as a result the Community was able to address issues of vital concern that might not otherwise have come to light. His outstanding performance has resulted in a substantial contribution to our nation's security and reflects great credit on him, the Intelligence Community, and the United States Government.

STAT

STAT

STAT

STAT

**Page Denied**

Next 1 Page(s) In Document Denied

13 AUG  
1984

CI-193-84

MEMORANDUM FOR: Chairman, Honor and Merit Award Board

FROM:

25X1

Chief, Counterintelligence Staff

SUBJECT:

Recommendation for National Intelligence Medal  
of Achievement - [redacted]

25X1

1. It is recommended that [redacted]

25X1

[redacted] be awarded the National Intelligence Medal of

25X1

Achievement. During the period 27 July 1982 to present, LTC  
[redacted] a USAF OSI CI Specialist assigned to CI Staff for a 2  
year rotational tour, maintained the highest standards of  
personal and professional conduct and intense dedication to  
mission in the performance of his duties as Chief, [redacted]

25X1

[redacted] Counterintelligence Staff, Central Intelligence Agency.

25X1

25X1

SECRET

25X1

**SECRET**

STAT

25X1

... will retire from the U.S. Air Force on 1 October 1984 after 20 years of service to his country and the intelligence community. He served with high distinction and is a great credit to the intelligence community and the United States Air Force.

7. All portions carry the classification of Secret.

25X1

**SECRET**

## CITATION

United States Air

STAT

Force, is hereby awarded the National Intelligence Medal of Achievement in recognition of his contribution to the national counterintelligence effort during his tour of duty with the Central Intelligence Agency. Capping a distinguished career as a counterintelligence specialist of the U.S. Air Force Office of Special Investigations, he was assigned to the CIA Directorate of Operations. There, as a result of his professionalism, leadership, ability, and innovative approaches to operational problems, [redacted] was quickly accepted as a fellow CI officer. During his CIA tour, [redacted] made a significant contribution in the development of a highly sophisticated program [redacted]

STAT

STAT

STAT

STAT

**Page Denied**

**UNCLASSIFIED****NARRATIVE DESCRIPTION OF SERVICE RENDERED**

[redacted] served with exceptional merit and performed outstanding service to the Intelligence Community while on detail to the Defense Intelligence Agency from 1 October 1982 to 1 June 1984.

STAT

[redacted] was specifically detailed by the Deputy Director for Operations, CIA, to serve as the deputy to Major General Thompson, Assistant Director for Special Coordination, DIA, to conduct the planning which produced the Department of Defense Human Intelligence Plan, FY 1983-1985.

STAT

In response to Congressional, Director of Central Intelligence, and Secretary of Defense guidance to improve DoD HUMINT, Lieutenant General Williams, Director, DIA, mandated the conception, formulation, and execution of an entirely new and comprehensive HUMINT plan to resuscitate and revitalize the existing aggregation of HUMINT organizations in the separate Military Departments, the Unified and Specified Commands, and DIA itself and to tailor their collection and reporting in ways that would make them responsive to the spectrum of present and future DoD intelligence requirements.

STAT

[redacted] great depth and breadth of experience, both in the Directorate of Operations, CIA, and on the Intelligence Community Staff, together with his superb skills as a staff officer made invaluable his key role as the Deputy Assistant Director for this planning project. His leadership by example further multiplied the tremendous impact he made to this pioneering effort. [redacted] personally reviewed the recommendations of several previous studies on DoD HUMINT and thoroughly compiled the collective advice of principal managers in CIA, DoD, and associated executive staffs. He also meticulously researched DoD HUMINT resources, capabilities, and limitations and compared these to realistic priorities, requirements, and objectives levied on the Defense intelligence establishment.

STAT

[redacted] personally drafted the major portion of the final two-phase DoD HUMINT Plan, which precisely identified and analyzed the structural deficiencies inherent in existing DoD HUMINT programs; identified the changes and new initiatives needed to correct them; and defined, in detail, the process, guidelines, and support procedures structure necessary to successful implementation.

STAT

This Plan incorporates and integrates precisely the guidance and goals presented by the Office of the Secretary of Defense, the Director of Central Intelligence, and the concerned committees of Congress. It contains thoroughly documented recommendations and actions for real and substantial improvement. On 17 August 1983, the composite Plan was approved concurrently by the Director of Central Intelligence and the Secretary of Defense, and was subsequently endorsed by the congressional intelligence committees. The Plan thus means a major change in the management of Department of Defense human intelligence that will have enduring benefit for national security far beyond our current perspective. The effectiveness of DoD HUMINT will be improved distinctly, in quality, quantity, interaction with the remainder of the Intelligence Community, and in the allocation of scarce resources against challenging objectives.

**IMPROVEMENT**

**UNCLASSIFIED**

Implementation of the DoD HUMINT Plan required special attention and support. [redacted] was further detailed as Special Assistant to the Deputy Director for Management and Operations, DIA, to supervise the myriad actions required to successfully implement the many facets of the plan. He prepared accurate and convincing briefing materials to support implementation and traveled to, and assisted the Deputy Director for Management and Operations in, explaining the Plan's procedural and organizational facets to all Unified and Specified Commands, Service Chiefs, and separate operating agencies, commands, and intelligence units. He also played a major role in both formal and informal processes that led to congressional endorsement of the HUMINT Plan and the fundamental changes it brought.

STAT

[redacted] expertise in HUMINT management and thorough knowledge of the Community structure again became invaluable after the USMC Headquarters in Beirut was destroyed by terrorists. In answer to the Long Commission's requirement to enhance HUMINT capabilities, collection, and reporting, he devised national assessment parameters and a structured process to assure that DoD HUMINT requirements and collection activities will be in place in time of various contingencies. Finally, he prepared, in record time, the formal guidelines and implementing memoranda and directives and coordinated their approval in both CIA and DIA--all without the benefit of a supporting staff.

STAT

[redacted] assignment to DIA has coincided with the most extensive over-haul of DoD HUMINT in history. His precise knowledge of the Community at large, his examination and preparation of documentary support which has been meticulous in the extreme, his superlative insight into the subtle nuances of integrating DoD and national collection assets, and his ability to persuade the skeptical have been the principal factors in the overall success of the DoD HUMINT Plan.

STAT

As a direct result of [redacted] exhaustive expertise and dedication to the resolution of these specific projects DoD now has, for the first time, a comprehensive integrated HUMINT organizational structure, tasking and evaluation system, and centralized control over all forms of HUMINT collection in the Department of Defense. And HUMINT is now also a full participant in all facets of intelligence collection and reporting.

STAT

[redacted] contributions to the Intelligence Community during the past 2 years have constituted a shining example of outstanding service in the performance of an especially difficult duty. He clearly deserves special recognition in the form of the National Intelligence Distinguished Service Medal.

STAT

**UNCLASSIFIED**

**CITATION TO ACCOMPANY THE AWARD OF  
THE NATIONAL INTELLIGENCE DISTINGUISHED SERVICE MEDAL**

TO

STAT

[redacted] served with exceptional merit and performed outstanding service to the Intelligence Community while detailed as Deputy Assistant Vice Director for Special Coordination and Special Assistant to the Deputy Director for Management and Operations, Defense Intelligence Agency, from October 1982 to June 1984 [redacted] personally drafted the major portion of the completely revised management structure for human intelligence collection and reporting throughout the Department of Defense. In addition to accurately defining and analyzing strengths and weaknesses throughout this extremely complex structure he specified, in meticulous detail, the process, guidelines, and support procedures which have effected the most comprehensive reorientation in the history of DoD HUMINT. He, furthermore, prepared and delivered the exhaustive intra-Defense and inter-agency briefings required to implement the Plan in the U&S Commands, the OJCS, and the services.

STAT

Finally, in the aftermath of the Long Commission's inquiry into the bombing of the Marine Corps Headquarters in Beirut, [redacted] devised a structured process to enhance HUMINT capabilities in volatile regions; and prepared and coordinated, in record time, the formal interagency implementing memoranda and directives, without the benefit of a supporting staff.

STAT

These two projects constitute classic models of clearly unique contributions which will have broad and lasting impact on the national intelligence community. [redacted] participation in these exceptionally difficult tasks is recognized as an exemplary demonstration of staff work combining profound expertise, and resolute persistence.

STAT

**Page Denied**

**SECRET**

IPC 095-84 25X1

DDI- 02494/83

**INTELLIGENCE PRODUCERS COUNCIL**

24 April 1984

MEMORANDUM FOR: Chairman, Intelligence Community  
 Awards Review Panel

FROM : Chairman, Intelligence Producers Council

SUBJECT : (1) Recommendation for Award of the National  
 Intelligence Medal of Achievement to Messrs.  
 (2) Recommendation for Award of the National  
 Intelligence Certificate of Distinction to

25X1

25X1

1. I strongly recommend that Messrs. [redacted] CIA, and [redacted] NSA be awarded the National Intelligence Medal of Achievement, and [redacted] CIA, [redacted] CIA, [redacted] ICS, [redacted] DIA, and [redacted] CIA, be awarded the National Intelligence Certificate of Distinction, in recognition of their outstanding service to US intelligence on behalf of the DCI in the completion of a special sensitive study, which was accomplished during the period December 1982 to January 1984. Their exceptional performance as senior officers managing and directing this major undertaking--consisting of six separate task groups, a working group, and a steering group, with each having representation from throughout the Community--that is of vital interest to the United States and that is of concern to the President, the NSC, the Congress, and PFIAB, as well as the Intelligence Community, clearly meets the criteria for this form of recognition. Since this was a group effort, I am submitting one memorandum re these awards, with the nominations being divided between the two as indicated, based on each officer's overall contribution to the finished study. All told, more than 175 officers in the Community participated in this effort, which led to the publication of six reports totaling approximately 1,000 pages plus a summary-and-recommendations document.

25X1

25X1

25X1

25X1

**SECRET**CLBY Signer  
DECL OADR  
Deriv FM Multiple

25X1

SECRET

25X1

25X1

4. This indeed has been a most ambitious and productive project of extremely high benefit to the nation. Nothing of the sort has ever been attempted before, and thus there was no pattern to follow. The results are monumental in scope, and have been received with high praise by the DCI, the DDCI, the IPC principals, and others, and has been provided the President and briefed to the entire SSCI staff. Owing largely to these officers' insights, and careful and thorough management approach, the DCI for the first time has the necessary information on which to base critically important judgments regarding the quality of Intelligence Community products, and from which to make far-reaching decisions concerning the organization of the Community for dealing with the CC&D subject and future resource allocations.

5. The extent of application of this work is widespread in that it addresses topics that are of consequence not only throughout the Community, but also for other segments of government. All aspects of intelligence operations and production are affected; moreover, certain US policy decisions will rely to a significant extent on this study; negotiations with foreign governments on arms-control issues and perhaps other important subjects will be influenced by it. This study and derivative activities have major implications for the security of the United States now and for years to come.

SECRET

25X1

SECRET

25X1

6. In sum, these officers are a credit to the Intelligence Community and richly deserve the special recognition afforded by these awards. They well represented the equities of their agencies while interacting effectively with skill, good humor, and cooperativeness in achieving a team result. They are not being recommended for any other Intelligence Community award for this performance.

25X1

Attachments:

Proposed Unclassified Citations (8)

cc: DDI

Richard J. [Signature]

SECRET

25X1

**Page Denied**

UNCLASSIFIED

CITATION

[redacted] of the Central Intelligence Agency is hereby awarded the National Intelligence Medal of Achievement in recognition of his exceptionally meritorious service from late 1982 to early 1984 during the production of a special, exhaustive, Community study of vital importance to the United States, which was undertaken at the direction of the Director of Central Intelligence and is of concern to the President and the Congress. As Chairman of the Steering Group [redacted] effectively used his professional knowledge, leadership ability, unique imagination, and precision of thought and expression to provide unfailing continuous cogent counsel to the study director, the steering group, and the Intelligence Producers Council principals. By his selfless dedication and outstanding contribution, [redacted] furthered significantly the foreign intelligence mission of the Intelligence Community and the national security of the United States, thereby reflecting great credit on himself, the Central Intelligence Agency, and the Intelligence Community.

STAT

STAT

STAT

STAT

UNCLASSIFIED

**Page Denied**

CITATION

[redacted] of the National Security Agency is hereby awarded STAT  
the National Intelligence Medal of Achievement in recognition of his  
exceptionally meritorious service from late 1982 to early 1984 during the  
production of a special, exhaustive, Community study of vital importance to  
the United States, which was undertaken at the direction of the Director of  
Central Intelligence and is of concern to the President and the Congress. He  
made significant contributions to several of the task groups in addition to  
fulfilling with distinction his responsibilities as NSA's member of the  
study's steering group and as chairman of one of the interagency task  
groups. In these capacities [redacted] effectively used his professional  
knowledge, leadership ability, foresight, and precision of thought and  
expression to clarify contentious issues and provide continuous cogent support  
to the study director. By his selfless dedication and outstanding  
contribution [redacted] furthered significantly the foreign intelligence  
mission of the Intelligence Community and the national security of the United  
States, thereby reflecting great credit on himself, the National Security  
Agency, and the Intelligence Community.

STAT

STAT

STAT

UNCLASSIFIED

**Page Denied**

CITATION

[redacted] of the Defense Intelligence Agency is hereby awarded the National Intelligence Certificate of Distinction in recognition for his sustained superior service from February to July 1983 during the production of a special Community study of vital importance to the United States, which was undertaken at the direction of the Director of Central Intelligence and is of concern to the President and the Congress. In his capacity as chairman of one of the interagency task groups, he employed his professional knowledge, administrative experience, and leadership ability, which was tactful yet forceful, in achieving outstanding results and making a significant contribution to the overall study. [redacted] dedication to the task at hand was of paramount importance in successfully accomplishing his assigned mission, thereby reflecting great credit on himself, the Defense Intelligence Agency, and the Intelligence Community.

STAT

STAT

UNCLASSIFIED

**Page Denied**

CITATION

STAT

[redacted] of the Central Intelligence Agency is hereby awarded the National Intelligence Certificate of Distinction in recognition for his sustained superior service from April to August 1983 during the production of a special Community study of vital importance to the United States, which was undertaken at the direction of the Director of Central Intelligence and is of concern to the President and the Congress. In his capacity as chairman of one of the interagency task groups, he employed his professional knowledge, administrative experience, and leadership ability, while continuing to manage his branch, in achieving outstanding results and making a significant contribution to the overall study. [redacted] dedication to the task at hand was of paramount importance in successfully accomplishing his assigned mission, thereby reflecting great credit on himself, the Central Intelligence Agency, and the Intelligence Community.

STAT

UNCLASSIFIED

**Page Denied**

UNCLASSIFIED

CITATION

[redacted] of the Central Intelligence Agency is hereby awarded the National Intelligence Certificate of Distinction in recognition for his sustained superior service from late 1982 to early 1984 during the production of a special Community study of vital importance to the United States, which was undertaken at the direction of the Director of Central Intelligence and is of concern to the President and the Congress. In his capacity as CIA's member of the study's steering group, he employed his unique professional knowledge, imagination, and leadership ability, in providing continuous cogent support to the study director, thereby making a significant contribution to the overall study. [redacted] tireless dedication to the entire effort was of paramount importance to its successful completion, thereby reflecting great credit on himself, the Central Intelligence Agency, and the Intelligence Community.

STAT

STAT

UNCLASSIFIED

**Page Denied**

Next 1 Page(s) In Document Denied

UNCLASSIFIED

CITATION

[redacted] of the Defense Intelligence Agency is hereby awarded the National Intelligence Certificate of Distinction in recognition for his sustained superior service from late 1982 to early 1984 during the production of a special Community study of vital importance to the United States, which was undertaken at the direction of the Director of Central Intelligence and is of concern to the President and the Congress. In his capacity as DIA's member of the study's steering group, he employed his unique professional knowledge, imagination, and precision of thought, in providing continuous cogent support to the study director, thereby making a significant contribution to the overall study. [redacted] nflagging dedication to the total effort was of paramount importance to its successful completion, thereby reflecting great credit on himself, the Defense Intelligence Agency, and the Intelligence Community.

STAT

STAT

UNCLASSIFIED

**Page Denied**

~~UNCLASSIFIED~~CITATION

[redacted] of the Central Intelligence Agency is hereby awarded  
the National Intelligence Certificate of Distinction in recognition for his  
sustained superior service from January to May 1983 during the production of a  
special Community study of vital importance to the United States, which was  
undertaken at the direction of the Director of Central Intelligence and is of  
concern to the President and the Congress. In his capacity as chairman of one  
of the interagency task groups, he employed his professional knowledge,  
administrative experience, and leadership ability, in a particularly  
contentious subject area, in achieving outstanding results and making a  
significant contribution to the overall study. [redacted] dedication to the  
task at hand was of paramount importance in successfully accomplishing his  
assigned mission, thereby reflecting great credit on himself, the Central  
Intelligence Agency, and the Intelligence Community.

STAT

STAT

~~UNCLASSIFIED~~